

# RTS

Regional Technology Strategies, Inc.  
Chapel Hill, North Carolina

J. Trent Williams  
Principal

*Trent Williams is a Principal of RTS. Over the last two decades Mr. Williams has led numerous public policy and private development efforts in a wide range of economic development, business formation, developmental finance, industrial competitiveness, technology management, strategic planning, and education and training endeavors. His professional experience includes service in positions as Undersecretary of the Louisiana Department of Commerce and Vice President and Research Director at Gulf South Research Institute. Prior to joining RTS in the spring of 1994, Mr. Williams served as Executive Vice President of the Louisiana Partnership for Technology and Innovation. During his five-year tenure at the Louisiana Partnership, Mr. Williams managed the organization's pre-seed investment portfolio and led the Partnership's various industrial competitiveness and technology policy efforts. He has authored numerous articles and papers published by organizations such as the New York Academy of Sciences, the Corporation for Enterprise Development, the Aspen Institute, the Southern Growth Policies Board, the Southern Technology Council, and FORMEDIA (Lisbon, Portugal). Mr. Williams has also served as a Director of seven different technology-based companies and three capital companies as well as chair, co-chair, or member of over twenty state, regional and national committees, task forces, and councils.*

## **REGIONAL TECHNOLOGY STRATEGIES, INC. (RTS)**

**Chapel Hill, North Carolina**

**1994-**

**POSITION: Principal**

### **RESPONSIBILITIES**

As Principal, Mr. Williams plays a leadership role in RTS projects and research activities focusing on technology development and commercialization, regional economic development, developmental finance, industrial competitiveness policy, high value-added manufacturing, R&D management within higher education systems, public organizations and non-profit institutions, strategic planning, and workforce development.

Mr. Williams' recent activities include an analysis of R&D performed by corporations in Virginia's manufacturing sectors to determine what factors exert the strongest influence over their location, re-location, expansion, or contraction decisions, development of two fictitious IT firms to serve as teaching platforms for six community colleges to train IT students, (with the support of the National Science Foundation, Oracle, Inc. and Cisco Systems, Inc.), participation in an alliance (TeamDelta) with the lead technology-based economic development agencies in Arkansas, Louisiana, and Mississippi to help Delta communities identify and gain access to the technological resources they need to take advantage of 21<sup>st</sup> century economic opportunities, an evaluation of the Appalachian Regional Commission's Entrepreneurship Initiative, preparation of an economic development strategy for Erie County, Pennsylvania, the creation of a marine science and technology-based economic development plan for Virginia's Hampton Roads area, an analysis of economic impacts and potential opportunities generated by the location of the Federal Express Mid-Atlantic hub in North Carolina's Piedmont region, designing and managing a new workforce development grant program for the Rapides Foundation in Alexandria, Louisiana, development of a statewide

technology-based economic development strategy for the Kentucky Science and Technology Council (with Battelle, Inc.), and a strategic review of the roles of the seven major technology support institutions within the greater Cleveland economy.

From 1994 - 1998 Mr. Williams served as RTS' Director of USNet. USNet was a national flexible manufacturing network partnership project funded by fifteen partner states and the National Institute for Standards and Technology. USNet built the capacity of its partners to promote business alliances and networks that strengthen and accelerate the competitiveness of small- and medium-sized manufacturers.

Other RTS projects include preparation of a white paper on developmental finance in the U.S. for use by FORMEDIA SA of Lisbon Portugal in the 1999 European Small Business Seminar, an economic analysis and opportunities assessment for the Birmingham, Alabama regional economy, strategic planning for the Oklahoma Center for the Advancement of Science and Technology, creation of a plan to strengthen the civic infrastructure of Hartford, Connecticut, development plan for a workforce development training center in southern Virginia, a manufacturing needs assessment for a regional manufacturing center in Virginia, the development of a strategic plan for a manufacturing extension program for the State of Alabama, the creation of a technology-based economic development plan for a four county area in central Virginia, a science and technology policy case study for the New York Academy of Sciences (*Science-Based Economic Development*, New York: Annals of the New York Academy of Sciences, Volume 798, 1996), and development support for financial and technical assistance services for the Enterprise Corporation of the Delta. His RTS experience also includes strategic planning assistance for the Board of Directors of Maine's Center for Innovation in Biomedical Technology, strategic planning assistance for the Mississippi Science and Technology Commission, a study of models of R&D infrastructure in the U.S. and Europe for the Kentucky Science and Technology Council, an investigation of barriers and incentives for minority-owned manufacturing startups, an evaluation of the competitive position of a space contract R&D laboratory in the western U.S., and an evaluation of a constitutionally mandated, publicly funded, R&D fund for economic development oriented projects within higher education institutions.

## **LOUISIANA PARTNERSHIP FOR TECHNOLOGY AND INNOVATION**

**Baton Rouge, Louisiana**

**1993-1994**

**POSITION: Executive Vice President**

### **RESPONSIBILITIES**

In his capacity as Executive Vice President, Mr. Williams was responsible for the management of the Partnership's project portfolio. These activities included identifying and qualifying new investment opportunities, guiding due diligence activities, structuring and negotiating fundings and actively participating with management (both at the Board level and on a day-to-day basis) in the development and continuous implementation of all aspects of a client company's business plan. At any given time, the Partnership portfolio typically consisted of 10-15 equity positions in technology intensive start-up companies as well as technical/business assistance activities for an additional 20 to 30 companies.

Mr. Williams also represented the Partnership on matters of industrial competitiveness and technology policy. In this capacity, he spearheaded the technical support effort for Louisiana's Legislature and Department of Economic Development to develop and implement a state-wide technology policy.

**1988-1992**

**POSITION: Vice President**

## **RESPONSIBILITIES**

As a Vice President, Mr. Williams actively participated in a number of research and development, commercialization, and business start-up efforts in the areas of biotechnology, biomedical technology, electron storage ring applications, electronics, communications, manufacturing-related technologies, transportation technologies, oil and gas-related technologies, hazardous waste handling and disposal technologies, and other environmental technologies. He also represented the Partnership on matters of industrial competitiveness and technology policy. Mr. Williams also played a primary role in creating, organizing and obtaining start-up funding for the Partnership.

## **GULF SOUTH RESEARCH INSTITUTE**

**Baton Rouge, Louisiana**

**1985-1988**

**POSITION: Vice President, Resources, Planning and Management**

**1984-1985**

**POSITION: Director, Resources, Planning and Management Division**

## **RESPONSIBILITIES**

As a GSRI vice president, Mr. Williams was responsible for the operational, technical and financial performance of the Institute's Resources, Policy and Management Division and was a senior member of GSRI's overall technology management team.

The Institute's Resources, Policy and Management Division offered on-going contract research programs in the areas of technology transfer, economic development, business planning and marketing, educational finance, public sector programs management, water resources and environmental resources. During Mr. Williams' tenure as Director and Vice President, his division's average annual net profit was 125 percent above the historical divisional average while average annual revenues exceeded the historical divisional average by 55 percent.

In addition to his overall management duties, Mr. Williams served as project leader for a U.S. Department of Commerce project to develop an instructional course for technology transfer from all Federal labs and then to train lab representatives and government officials to use the course within the labs. He also had primary management responsibility for planning, funding, and establishing the Louisiana Entrepreneur's Workshop and Network and served as executive consultant to the Board and President of the Arkansas Science and Technology Authority.

While with GSRI, he also directed a state-wide project in Louisiana to develop a state technology policy; to train personnel at 16 universities to inventory, transfer and manage technologies; and to establish technology transfer offices at these universities. This large economic development project included inventorying and commercially assessing 300 technologies from the state's universities and planning the operations of the Louisiana Science and Technology Foundation.

## **LOUISIANA DEPARTMENT OF COMMERCE**

**Baton Rouge, Louisiana**

**1983-1984**

**POSITION: Undersecretary, Louisiana State Department of Commerce**

## **RESPONSIBILITIES**

During his tenure as Undersecretary of the Louisiana Department of Commerce, Mr. Williams managed the Department's \$18 million budget and the Office of Management and Finance. He also functioned as liaison with the state legislature, the Governor's Office, other state agencies, and representatives of business and industry. Additionally, Mr. Williams actively participated in the formulation and implementation of economic development programs within the Department's Office of Commerce and Industry.

## **GULF SOUTH RESEARCH INSTITUTE**

**Baton Rouge, Louisiana**

**1979-1983**

**POSITION: Program Manager: Economic Development; Public Sector Finance and Management; Educational Finance and Management**

## **RESPONSIBILITIES**

While employed as Program Manager at GSRI, Mr. Williams directed the following projects: the economic and public finance portion of a U.S. Supreme Court Case technical defense for the State of Louisiana's First Use Tax on natural gas; staff director for Louisiana's Task Force on Priorities for Economic Development; an equity-oriented study of public school finance for the Louisiana State Department of Education; a study to determine programs and goals for newly created Louisiana Music Commission (Louisiana Department of Commerce); a study for the Governor of Louisiana to determine appropriate public schoolteachers' salaries and potential revenue sources for funding; development of recommendations for the future ownership and operation of the New Orleans Public Belt Railroad for the Board of Commissioners of the Port of New Orleans and the New Orleans Public Belt Railroad Commission; GSRI's portion of a vessel traffic system safety study for the lower Mississippi River; a managerial efficiency/work simplification study for the administrative personnel of the Iberia Parish School Board; two managerial efficiency/work simplification studies for the Lafayette Parish School Board; a study of wage and employment conditions on sugarcane farms in south Louisiana; a marketing study for a private oil and gas land management firm; a study for the Louisiana Tax Commission to revamp personal property tax guidelines in Louisiana; a technical assistance effort for the Port of Iberia for the management of leasing and capital improvement programs; and the development of a recommended school transportation finance formula for the Louisiana State Department of Education.

## **GULF SOUTH RESEARCH INSTITUTE**

**Baton Rouge, Louisiana**

**1977-1979**

**POSITION: Associate Department Manager and Project Leader, Economics and Planning**

## **RESPONSIBILITIES**

As associate department manager and project leader, Mr. Williams had major project responsibilities in the following areas: the development of the economic analysis and energy-oriented economic and environmental scenarios for a Plan of Study for proposed modifications to the Houston Ship Channel (Galveston District, U.S. Army Corps of engineers); the development of an economic analysis of the Louisiana section of the Gulf Intracoastal Waterway for the Ozarks Regional Commission and the U.S. Army Corps of Engineers, New Orleans District; the development of supporting data and analysis for a private client relating to the conversion of gas-fired industrial boilers to coal, data collection and analysis for the first phase of an economic development blueprint plan for the State of Louisiana; marketing analysis

for a main bank location study; and the formulation of an economic development plan and accompanying implementation steps for the Economic Development Agency for an impoverished Mississippi delta town.

## **LOUISIANA PUBLIC SERVICE COMMISSION**

**Baton Rouge, Louisiana**

**1976-1977**

**POSITION: Rate Analyst**

### **RESPONSIBILITIES**

As a rate analyst for the Louisiana Public Service Commission, Mr. Williams' work experience focused on special utility and energy projects, financial analyses, econometric modeling and forecasting.

## **EDUCATION**

M.S. 1976

Major: Economics

Louisiana State University, Baton Rouge

B.B.A. 1974 (Magna Cum Laude)

Major: Economics

Memphis State University

## **ACADEMIC HONOR SOCIETIES**

Omicron Delta Epsilon (economics)

Gamma Sigma (business)

Phi Kappa Phi (general)

## **DIRECTORSHIPS**

Enhanced New York Management Corporation

Bronxville, NY 2000 –

Enhanced Louisiana Management Corporation

Baton Rouge, La 2000-

Star Notes Acquisition LLC

Baton Rouge, La 1998 -

AUG Inc. (Founding Member)

New Orleans, La 1989-1994

CCF, Inc. (Founding Member)

Baton Rouge, La 1991-1994

Life Monitor Systems, Inc. (Founding Member)

New Orleans, La 1993-1994

Regional Technology Strategies, Inc.

Helix International Corporation (Founding Director)  
Baton Rouge, La 1985 -1987

Gulf South Research Corporation  
Baton Rouge, La 1984 -1988

Mini-Phone, Inc.  
Baton Rouge, La 1990-1992

Sterling Air and Water Corporation  
Covington, La 1990-1992

## **PAST AND PRESENT MEMBERSHIPS, ETC.**

Appalachian Regional Commission Innovations in Finance Committee

Southern Technology Council (Member)

Southern Technology Council (Executive Committee)

Southern Technology Council (Co-Chairman)

New York Academy of Sciences

Who's Who in America

Who's Who in the World

Who's Who in Finance and Industry

Who's Who in the South and Southwest

Louisiana Power and Light Co.; Operation Bootstrap Blue Ribbon Investment Committee

The Modernization Forum (Founding Member)

Faculty Member of the Regional Industrial Modernization Academy

Leadership Louisiana Alumni (1991)

MetroVision Medical Industries Task Force (Greater New Orleans area)

Development and Implementation of a State Technology Policy for the Louisiana Legislature and

Department of Economic Development (technical support leader)

Governor's Telecommunications Task Force, Education Committee

Governor Buddy Roemer's Economic Development Review Committee

Leadership Louisiana (Class of 1991)

Mayor of New Orleans Economic Development Strategic Planning Committee

Working Committee for the Formation of the New Orleans Technology Council

Louisiana Department of Commerce representative, Governor's Task Force on High Technology

The Superintendent's Task Force on Teacher Recruitment and Retention

The Louisiana Board of Regents' Task Force on Priorities for Economic Development

The Governor's Economic Advisory Council

The Governor's Economic Development Coordinating Committee

The Louisiana Board of Regents' Research and Development Program's Selection Committee

Louisiana Association of Business and Industry's Economic Development Task Force, Small Business Development Subcommittee

East Baton Rouge Parish Private Industry Council

Governor-elect Buddy Roemer's Committee on Vocational Education

Regional Technology Strategies, Inc.

